

Comment to the Division Staff

Always keep the individual Soldier in mind. They make the Teams, Squads, Platoons, and Companies who will execute the plan on the ground. Every analysis, every assumption, every decision, and every plan affects every individual Soldier. That very individual Soldier who may determine success or failure based on what we give them. Let's give them our best.

“Iron Soldiers”

A handwritten signature in black ink that reads "Roger P. Blackwood". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Roger P. Blackwood

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1st Armored Division